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**POLICY FRAMEWORK FOR THE SUSTAINABLE
DEVELOPMENT OF SPORT IN AFRICA
(2008-2018)**

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ACRONYMS AND ABBREVIATIONS

AAG	All Africa Games
AASC	Association of African Sport Confederations
ANOCA	Association of National Olympic Committees of Africa
AU	Africa Union
AUC	African Union Commission
CAF	Confederation of African Football
FIFA	International Federation of Football Association
IOC	Interantional Olympic Committee
IPC	International Paralympic Committee
IYoAF	AU International Year of African Football
MDG	Millennium Development Goal
NADC	National Anti Doping Agency
NGO	Non-governmental Organization
NOC	National Olympic Committee
RECs	Regional Economic Communities
SCSA	Supreme Council for Sports in Africa
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
WADA	World Anti Doping Agency

DEFINITIONS

Sport	<p>is a physical activity that is governed by a set of rules or customs involving specific administration, governing body, organization and an historical background and often engaged in competitively.</p> <p>Included in the definition of sport are all forms of physical activity that contribute to physical fitness, mental well-being and social interaction, such as play, recreation, organized or competitive sport and indigenous sports and games.</p>
Athlete	<p>a person trained to compete in sports.</p>
Disability	<p>any restriction or lack (resulting from an impairment) of ability to perform an activity in the manner or within the range considered normal for a human being.</p>
Doping	<p>the occurrence of one or more of the anti-doping rule violations set forth in Article 2.1. through Article 2.8 of the World Anti-Doping Code.</p>
Sports Academy	<p>an institution for training sports personnel and athletes.</p>
Sports Personnel	<p>people involved in the sports industry such as sports administrators and managers, sports scientists, experts in sports equipment, maintenance of sports facilities and sports event organizers.</p>
Stakeholders	<p>any institution, organization or individual with a particular interest in the sports industry.</p>

ACKNOWLEDGEMENTS

With the mandate to develop the draft Policy Framework for the Sustainable Development of Sport in Africa (2008-2018), the Department of Social Affairs, AU Commission, had to coordinate the process of soliciting inputs and drafting of the document. The end product is indeed a Policy Framework owned by African Sportspeople themselves, including policy makers, individuals with a passion for African Sport and actors in sport development.

It was the understanding from the outset that the ultimate product should not only be another official document, but one with which all actors in the domain of African Sport could identify with. Similarly, it was not to be written in stone, but open for revision and adjustment over time according to ensuing new developments, such as the hosting of major sporting events on the Continent, participation of the Continent's best athletes in competitions in Africa to raise the standard and status of such events, and the ever-increasing challenge of doping in sport, to name a few.

It is hoped that all those who participated in the processes of drafting and revising the final product, including delegations from AU Member States that enthusiastically participated in the Sessions of the AU Conferences of Ministers of Sport, and the broader African sporting fraternity, will be encouraged by their achievements following the implementation of the Policy Framework.

H.E. Adv. Bience Gawanas
Commissioner for Social Affairs
African Union Commission

EXECUTIVE SUMMARY

The vision and mission of the African Union Commission is to build an integrated, prosperous and peaceful Africa, using the best of the continent's human and material resources. To this end, the Policy Framework for the Sustainable Development of Sport in Africa will serve to employ sport as a powerful means in mobilising unity, solidarity, economic and social development.

Africa has gained respect for the exceptional performances of her athletes, and also for displaying the intrinsic African values of dignity, integrity, tolerance, solidarity, generosity and respect for the individual. African sport has, unfortunately, fallen victim of disorganization, cheating, doping, corruption, embezzlement, conflicts of interests, violence, racism, intolerance scandals, resulting from superstition, selfish chauvinism and the intrusion of money. Moreover, these problems have hampered the development of sport, specifically with regard to increasing participation and provision of sport equipment and facilities.

The African Sport Movement has a noble history and has been recognised for its role in, among others, pursuing political freedom on the continent. The African Union Heads of State and Governments have therefore, ascribed responsibility for the development of sport in pursuance of integration, health and peace to the African Union Commission, Member States and the African Sport Movement.

The Policy Framework for the Sustainable Development of Sport in Africa shall harmonise areas of intervention for a concerted development strategy for sports activity in Africa, and pave the way for harmonious relationships between actors in the African Sport Movement. The purpose would ultimately be to promote participation and excellence, build capacity and promote ethics and values for sport in Africa.

The Policy Framework contains recommended strategies to address the following challenges to African sport: sport for all, economic development, social and personal development, culture, education, health, youth, peace, gender equality, environment, volunteerism, persons with disability, doping-free sport, values and ethics, training and research, the media, infrastructure, finance and sponsorship, recognising excellence, participation and capacity, and interaction, including sport financing and partnerships and strengthening the relations between governments, national and international sport organisations. Roles of the AU Commission and other partners in implementing the Sport Policy Framework are highlighted, also with regard to monitoring and evaluation.

Finally, the Policy Framework for the Sustainable Development of Sport in Africa contains in its Annexure, as a guideline to Member States, proposed strategies and activities for National Action Plans on Sport Development based on the four main themes of the Sport Policy Framework, namely, enhancing participation, capacity, interaction and excellence.

PART 1 : BACKGROUND AND CONTEXT

1.1 Introduction

1. The African Union strives to achieve greater unity and solidarity between the countries and people of Africa and to promote their economic and social advancement. Sport can become a social phenomenon within the cultural, social, economic and political lives of Member States of the African Union that plays a meaningful role in promoting unity, solidarity, economic and social development. Sport is widely recognised as one of the key domains in which African countries have made their mark by rising above the constraints of poverty and discord. Not only has Africa become respected for the brilliant performances of her athletes, but also for displaying in truly honourable ways the intrinsic African values of dignity, integrity, tolerance, solidarity, generosity and respect for the individual. Africa has indeed made great contributions to the culture in which sport is practiced world-wide today.

2. Sport has the capacity to develop the physical, intellectual, social and moral dimensions of life for all the continent's citizens and it has over time been a conduit for communication between nations and people and an instrument that brings down barriers and safeguards peace. Beyond its physical and health dimensions, sport contributes to comprehensive and harmonious development and fulfillment of the human being.

3. Unfortunately, throughout the world, a genuine threat seems to hang over the practice of sport that have also trickled down into the fabric of African sport, requiring concrete measures to defend African dignity, and to win back a sporting practice that has been undermined by disorganization, cheating, corruption, embezzlement, conflicts of interests, violence, racism, intolerance, doping, and a lack of respect for the code of ethics based on African values and the Universal Olympic values. Hence, the African Sport Movement has been beset by both open and insidious criticisms bearing on issues that have severely harmed its credibility and tarnished the legitimate prestige it had earned through the world level performances of its athletes in various competitions organized around the globe.

4. Some of the challenges for the African Sport Movement are to cultivate a fresh reminder of basic African ethics in the minds of sports leaders and athletes as a prerequisite for the healthy management and practice of sport in order to counteract the deviations born of superstition, chauvinism and the intrusion of money. Furthermore, strong ties of solidarity should be created between the state and sports associations to pursue the exclusive aim of developing sport in Member States through the implementation of management systems that would promote the development of youth, proper management of sports bodies and optimum use of financial and material resources.

5. Education and peer regulation would therefore be the linchpins for promoting sport by the key role players in the collective African Sport Movement, to be coordinated at continental level.

6. Recognizing the role that sport plays in the cultural, social, economic and political life of individuals and communities, as well as for building greater unity,

solidarity and integration in Africa, various important decisions were taken by the African Union Assembly of Heads of State and Governments and the Executive Council , namely:

- (a) Executive Council decision EX/CL/Dec.62 (iii) of 2003 on Sports and Youths in Africa which, among others, "...called upon the Ministers of Member States in charge of Sport to establish an Advisory Committee which should focus its efforts on Physical Education and Sports in order to mobilise the Sport Movement to cooperate with the Campaign to eradicate HIV/AIDS and drug abuse, the protection of the environment and poverty alleviation." The Advisory Committee on Sport was established in October 2003 in Abuja, Nigeria, during the 8th All Africa Games. Membership comprised eleven (11) Member States, four (4) sport organizations and associations and the African Union;
- (b) Executive Council decision EX/CL/30 (III) of 2003 on Sport and Drug Abuse In Africa requesting for the development of an anti-doping policy;
- (c) Executive Council decision EX/CL201 (VII) of 2005 on the restructuring and revitalization of the Supreme Council of Sport in Africa;
- (d) Assembly Decision/AU/Dec.12 (II) of 2004 on the proclamation of 2004 as "The International Year of Physical Education and Sports in the services of Development and Peace ";
- (e) Assembly decision AU/Dec.93 (VI)) of 2006 on the declaration of 2007 "International Year of African Football (IYoAF)" This decision emanated from acknowledging the role played by the Confederation of African Football (CAF), which celebrated its 50th Anniversary in 2007, in using sport as an instrument for promotion of unity, solidarity, peace and reconciliation, and its preventive campaigns against scourges such as HIV/AIDS, affecting the youth of the Continent;
- (f) Assembly decision AU/Dec.2 (VII) of 2007, mandated the Commission to organise the relevant Conference of Ministers of Sports to provide leadership to the organisation of activities marking the International Year of African Football, as well as to elaborate concrete activities in connection with the 2010 World Cup;
- (g) Executive Council decision EX.CL/353 (XI) of 2007, requesting for, among others, the institutionalisation of the African Union Conference of Ministers of Sport, in line with the decision on the Specialized Technical Committees, and for the development of the African Union Sport Policy Framework.

1.2 Rationale for a Policy Framework for the Sustainable Development of Sport in Africa

7. The Commission of the African Union, through the Department of Social Affairs responsible for Sport, needs to co-operate with the Ministries of Youth and Sport, inter-governmental and non-governmental sporting organizations, and to lay down the foundations of a concerted development strategy for sporting activity on the continent, based on complementary missions, convergence of objectives, harmonization and coordination of programmes.

8. The Sport Policy Framework should serve to harmonize the areas of intervention, to lay the foundations of a concerted development strategy for sports activity in Africa, and in order to do so, create and maintain harmonious relationships between actors in the African Sport Movement. These actors are: National Governments of AU Member States that provide the majority of sports funding in each country, National and International Sport Federations, which bestow legitimacy and provide resources. to national federations, the World Anti-doping Agency which coordinates the World Anti-doping Program and supports the six African regional anti-doping agencies as well as national anti-doping agencies, and other Inter-governmental and Non-governmental Sports Organizations. Local volunteer leaders of the sporting movement, who invigorate sport through their initiatives and their dedicated work, should receive due credit, as sport cannot develop without the support of volunteers who constitute a fundamental and strategic resource. The Policy Framework for the Sustainable Development of Sport in Africa is intended to provide a common policy designed to leverage sport and physical education for the progress and development of Member States of the African Union and their peoples.

9. Lastly, the Sport Policy Framework will provide sport leaders, managers and related organizations with the needed support and guidance as they tackle some of the difficult challenges of the twenty-first century. Lasting solutions will be found in broader thinking and creativity. It is hoped that this Policy Framework will lead the way toward a more sustainable and responsive sport system for Africa for the years to come.

1.3 AU Vision and Mission

10. The Vision of the African Union is that of an Africa integrated, prosperous and peaceful, an Africa driven by its own citizens, a dynamic force in the global arena.

11. To translate the Vision into concrete actions, seven missions have been defined for the Commission of the African Union, which are:

- **Building the capacity of integration players;**
- **Ensuring overall coherence of the programmes aimed at speeding up the integration process;**
- **Organising brainstorming and institute a strategic watch tower on key issues affecting the future of the continent;**

- Assuming a dynamic information and advocacy role for Africa viz-a-viz the world;
- Playing a leadership role for the promotion of peace, human security and good governance of the continent;
- Stimulate economic, social and cultural development on the continent, ...and particularly in the social sector, a definition of Framework Programmes at continental level could facilitate the attainment of the objectives of health coverage and upgrading of education indicators; and
- Establish a standing follow up/ evaluation mechanism.

12. In lieu of the above, the Policy Framework for the Sustainable Development of Sport in Africa will not only provide impetus to the expression of the vision of the African Union, particularly with regard to integration and peace building, but it will also stimulate economic, social and cultural development in that it shall maximise participation, enhance capacity, and promote interaction and excellence in the relevant managerial and technical spheres.

PART 2: THE POLICY FRAMEWORK FOR THE SUSTAINABLE DEVELOPMENT OF SPORT IN AFRICA

2.1 Purpose and objectives

13. The Policy Framework for the Sustainable Development of Sport in Africa has been developed with the following purpose: ***To promote participation and excellence, build capacity and promote ethics and values for sport in Africa.***

14. The **vision** of the Sport Policy Framework is:
To provide a dynamic and leading-edge sport environment that enables all Africans to experience and enjoy involvement in sport to the extend of their abilities and interests and, in increasing numbers, perform consistently and successfully in competitive and recreational contexts.

15. The Sport Policy Framework has the following **specific objectives**:

To harmonise and coordinate the position of African Governments with regard to facilitation of:

- ***Sport for All, as a human right in living, learning and work contexts of African Countries;***
- ***Sport for Excellence, or elitist participation and prestigious achievements in African Sport;***
- ***Sport for Persons with Disabilities in Africa;***
- ***Sport for Women in Africa;***
- ***Sport for Development and Peace in Africa;***
- ***Sport for Integration of African Peoples.***

2.2 Principles, Guidelines and Expected Outcomes

16. This Policy Framework

- represents the shared vision and goals of all African governmental jurisdictions for sport for the period 2008 to 2018 and challenges the sport community to share in their achievement;
- ensures that African sport people will be recognized internationally for their excellence in national and international competitions and for their leadership in sport and social development through sport in Africa and abroad;
- ensures that African sport people of all ages and abilities enjoy a broad range of sport experience, enriched by the presence of dedicated and qualified volunteers, coaches, and staff;
- ensures that African sport people will share a sense of citizenship and quality of life which will be strengthened through an increase of participation in sport;
- emphasizes increased communication and collaboration amongst all the stakeholders;
- commits all governments to setting targets for enhanced participation and performance in sport in collaboration with their respective sport confederations, federations, organizations and communities;
- commits governments to strengthening their regular and formal communication with their respective sport confederations, federations, organizations and communities on issues affecting sport and in particular to strengthening the fight against doping in sport notably by supporting WADA and the regional and national anti-doping agencies;
- contains complimentary proposed strategies and activities for National Plans of Action for sport development for implementation by Governments collectively and individually, bi-laterally and multilaterally, and by each sport community;
- promotes programmes which will meet the needs of all sport people and spectators; and
- contributes to the achievement of the Millennium Development Goals.

17. It is anticipated that the Sport Policy Framework will produce the following outcomes:

- The majority of Africans will share a sense of citizenship and quality of life through an increase in the participation in sport;
- The sport system will ensure that Africans of all ages and abilities enjoy a broad range of sport experience, enriched by the presence of dedicated and qualified volunteers, coaches, and staff;
- Africans will be recognized internationally for their excellence in national and international competitions and for their leadership in sport and social development through sport in Africa and abroad; and
- Sport systems will focus on meeting the needs of athletes and participants.
- Promotion of African Traditional Sports.

2.3 Stakeholders and beneficiaries

18. Collaboration between the AU Commission, Member State Governments, corporate sponsors, the Private Sector, Regional Economic Community Secretariats, and National, Continental and International Sport Organisations, Pan-African Sport and Cultural Organisations, and the World Anti-Doping Agency (WADA), among other stakeholders, is called for in the Policy Framework.

19. The beneficiaries will be the athletes, sport administrators, sport supporters and ultimately the citizens of African Union Member States.

20. Successful implementation of the Sport Policy Framework and its proposed strategies and activities for National Plans of Action on Sport Development will require effective interaction between stakeholders, resulting in strengthened political leadership in Member States in the domain of sport and greater accountability on the part of all partners.

PART 3: KEY ISSUES AND RECOMMENDED STRATEGIES

3.1 Sport for All

21. Sport for All is a movement promoting the Olympic ideal that sport is a human right for all individuals regardless of race, social class and sex. It seeks to pursue the promotion of health, fitness and well-being through sports activities which can be adapted to people of all ages, both sexes and different social and economic conditions, despite local and regional cultures. Strong political commitment and support at all levels are an essential prerequisite for the development and sustainability of Sport for All and physical activity initiatives within countries.

RECOMMENDED STRATEGIES:

- a) Facilitate the participation of the community in sport-for-all and other recreational programmes according to their interest.
- b) Facilitate the participation of members of security services and civil/public servants in various sports activities, by working in coordination with the respective Ministries.
- c) Facilitate the participation of the workers in different types of sports activities by working in coordination with labour unions.
- d) Ensure direct participation of women in sports activities at their locality, educational institutions and work places and to also ascertain their equal sharing of the benefits.
- e) Make sport activity accessible to every man and woman, with due regard for individual aspirations and abilities, throughout the whole range of organized or recreational sport.

3.2 Economic development

22. Sport can be an effective stimulus for economic development, especially at the local level. The linkages between the different elements of the sport sector are highly effective when harnessed locally because of existing economies of scale. Individually, each of the various sectors of the sports economy can create activity, jobs and wealth. When several activities or programmes are combined together into a single strategy, it is possible to achieve additional economic gains because of the resulting synergies. Both the design and implementation of sport-based local economic development strategies must be participatory, encouraging and facilitating partnership between local stakeholders, including partnerships between different sectors.

23. The economic dimension of sport is no longer an isolated example, but typical of many areas of social progress. There is ample evidence of the economic relevance of sport and its tangible impact on development.

24. Several key sectors can be used as leverage for the contribution of sport to economic development. Sport affects economic activity in various ways. The information and communication sectors, as well as the retail and sports industries, have the opportunity to benefit from the different resources, notably, equipment, materials and infrastructures. Partnerships for the creation of African infrastructures must be encouraged by incentives and the existence of qualified human resources.

25. The need for a systematic approach to sport implies addressing the question of development, employing the potential available to Africa. Another opportunity is sporting tourism and traditional sports and games. The African continent abounds with natural and geographical resources, and the tourism sector is currently in full evolution. Sport tourism is a sector with great potential that has been insufficiently exploited, but which can be associated with environmental protection and the reinforcement of local capacities.

RECOMMENDED STRATEGIES:

- a) Develop activities based on sport using existing sports facilities, sports and community-based programmes, and create jobs, particularly for young people.
- b) Improve the capacity of the labour force, using sport-related activities, and sport as a valuable employment-training tool.
- c) Stimulate economic development by the construction or rehabilitation of sports infrastructure.
- d) Generate substantial revenues from sport, whether from professional sport or from hosting national and international events.
- e) Foster investment and employment opportunities through sport tourism.

3.3 Social and personal development

26. Sport is an essential tool for building strong individuals and vibrant communities and for enhancing collective pride, identity and sense of belonging. Sport is also a valuable tool to initiate social development and improve social cohesion, especially

when implemented with young people. With the power to be a major influence on marginalized and under-represented groups and individuals at risk, sport develops self-esteem and helps to overcome personal and social challenges.

RECOMMENDED STRATEGIES:

- a) Strengthen basic human capabilities, create connections between individuals and team core value and life skills through purposefully designed sports programmes.
- b) Initiate social development and improve social cohesion, especially through encouragement and participation of young people.
- c) Combine the development of social and personal skills with sport as an effective medium to make informed decisions to abuse or not abuse drugs.
- d) Use sport as a platform to mobilize young people within the community against child labour.
- e) Use sport to integrate persons with disabilities into society, providing an arena for positive social interaction, reducing isolation and breaking down prejudice.
- f) Promote stability, tolerance, social inclusion and community building

3.4 Culture

27. Sport is an important component of culture. People express themselves and celebrate their communities through traditional sports and games. People share stories, myths, and lessons derived from sport. Through sport people learn values and behaviors that are applied to all aspects of society – hard work, discipline, the value of fun, teamwork, respect for others, and fair play.

28. Traditional games can be a prolific melting pot for people, groups and diverse communities belonging to different linguistic, religious and social backgrounds. These games can reflect diversity and cultural identities which can help bring people together and reduce prejudices. Their contribution to dialogue and fusion remains an asset within the Policy Framework of a culture of peace.

29. People in every community across the continent follow teams and individuals from the local level to the world stage. Africans relax together over sport and it is often a shared topic of common interest.

RECOMMENDED STRATEGIES:

- a) Focus attention on traditional sport and games in each Member State by involving both the traditional and political leadership.
- b) Organise annual traditional sport and games events at regional level, in all five (5) African Union regions.
- c) Conduct research on traditional African Sport and Games with the view to develop and standardise rules and ultimately elevate them to international competition status.

3.5 Education

30. The first point of contact and exposure to sports for the average person is at school. This is where the basics of recreational activity and physical education must be inculcated. It is a fundamental objective of the education system to nurture an inquiring mind in a fit body and the future emergence on a sport elite will depend on the development of a structured approach to sports in school that involves all the stakeholders in education. The Policy Framework therefore seeks to ensure that sport be included as an integral part of the school curriculum and that a teaching manual be designed for physical education in schools.

RECOMMENDED STRATEGIES:

- a) Include sport as an integral part of the school curriculum and design and implement a teaching manual for physical education in schools.
- b) Establish a structured sporting program in all schools which incorporates every student unless medically certified.
- c) Teach physical education at all levels of the education system.
- d) Train every teacher in basic training of physical education.
- e) Help students achieve a health-enhancing life of physical activity through sports.
- f) Provide students with a variety of activities that will enhance life-long learning and participation through physical education.
- g) Design facilities and provide equipment for sport and physical activity in each school.

3.6 Health

31. Participation in sport contributes to the adoption of a healthy lifestyle and prevention of disease and illness. Physical activity is fundamental to positive human development and contributes to healthier, longer and more productive lives. Participation in sport and physical activity at all ages increases resistance to cardio-vascular diseases, heart disease, cancer, diabetes and obesity and to mental health disorders. It is necessary to put in place a political strategy that will integrate a social approach, well-being and health through physical activity and sport. The return on investment to this strategy will not be insignificant.

RECOMMENDED STRATEGIES:

- a) Consider providing adequate space and facilities for physical activity when granting permission for all new housing areas and newly constructed government and private developments.
- b) Develop strategies and cost effective programmes to motivate inactive individuals to greater participation in physical activity.
- c) Develop local, regional, national and international competitions that safeguard the health and development of young athletes, and are suited to the development age of the children involved.
- d) Cooperate with the medical community design plans for access to sports medicine facilities for developing national athletes...

3.7 Youth

32. Sport brings young people into contact with each other and other communities, teaches leadership skills, provides a constructive outlet, and generally enhances quality of life. Social capital is built by learning to organize meetings, negotiate for the use of shared facilities, and deal with expectations, triumphs and failures. Sport is a popular spectator activity. The value of sports cuts across different fields of AU policy, in that it contributes socially, culturally, economically and in terms of public health to the well-being of the African youth. Sport is also a vital educational instrument in that it teaches fair play, team work and a sense of solidarity and promotes non-discrimination on grounds of gender, ethnicity or social background.

RECOMMENDED STRATEGIES:

- a) Create opportunities for the youth to develop their abilities and become productive citizens making significant contribution in different sport disciplines to the development of their country.
- b) Make available a variety of leisure-time services and establish recreational centers, and strengthen existing ones to protect young people from being exposed to social problems by engaging themselves in socially harmful activities.
- c) Create possibilities for young people to benefit from physical education programmes designed to develop their sport-related capacities and aptitudes.
- d) Develop youth initiatives on the management of sports organizations and for them to participate in strengthening of leadership skills.
- e) Establish developmental networks between Youth Sports Association in Africa and in other countries of the world through the elaboration of exchange training programmes on a regular basis.

3.8 Peace

33. Sport as a universal language can be a powerful vehicle to promote peace, tolerance and understanding by bringing people together across boundaries, culture and religions. Governments and international agencies increasingly recognizing sport as an important powerful and unexploited tool for development in post-conflict reconstruction. In integrated programmes, sport can be used to attract young boys and girls away from the streets. Sport is an excellent “Training Ground for Democracy” and for promoting collective action. Its value also lies in drawing attention to the plight of refugees and internally displaced persons, helping to eliminate discrimination and stereotypes.

RECOMMENDED STRATEGIES:

- a) Consider sport as a practical means to communicate messages of peace and help find non-violent solutions to problems.
- b) Promote peace through sport as a powerful tool, both symbolically on the global level and very practically within communities.
- c) Use the power of sport as a tool for preventing conflict as well as an element for building sustainable peace.
- d) Reduce tensions and generate dialogue through sport in post-conflict environments in particular.
- e) Help build character and confidence through sport as the medium, and prepare young people to meet the challenges of a competitive world better.

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| f) | Use sport as a bridge between refugee and host communities, providing an opportunity for the communities to engage in positive activities. |
|----|--|

3.9 Gender Equality

34. Gender equality is a fundamental goal of development and belongs to the basic and universally recognized civil, cultural, economical, political and social rights. The aim of the AU Gender Equality Policy is to ensure that all Member States interventions increase women and men's opportunities to exercise their rights equally and to gain equal access to and control over the benefits of development. Sport can give women access to public spaces where they can gather, develop new skills together, gain supports from others and enjoy freedom of expression and movement. It can promote education, communication, negotiation skills and leadership, all of which are essential for women's empowerment. The Policy Framework should achieve the following:

RECOMMENDED STRATEGIES:

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|---|
| <ul style="list-style-type: none">a) Promote gender equality in political and economic life, particularly in employment-related matters.b) Promote equal participation and representation in decision making bodies at all levels.c) Ensure that all women have the opportunity to participate in sport in a safe and supportive environment which preserves the rights, dignity and respect of the individual. Equal opportunity to participate and be involved in sports regardless of race, religion, sex, disability and social origin.d) Promote female leadership including increasing the number of women coaches, advisers and decision makers.e) Provide for education training and development programmes that address gender equality. |
|---|

3.10 Environment

35. The relationship between sport and the environment is important including both the impact of sport on the environment and the impact of the environment on sport. All sports activities, events and facilities have an impact on the environment, with regard to creating ecological problems ("ecological footprint") and damage to the ecosystem. Although sport in general is not a major cause of pollution, its cumulative impact is significant and can include pesticides, erosion, waste generation and habitat loss. As a result, the negative impact of sport on the environment should always be minimized. Infrastructures and environmental problems depend upon each other as closely as the quality of life and sustainable development. It is necessary to consider a joint policy of "sport and the environment".

RECOMMENDED STRATEGIES:

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| <ul style="list-style-type: none">a) Raise awareness and take into account the values of nature and the environment during planning and construction of sports facilities.b) Pursue sport in an environmentally sustainable manner, given that the deterioration of environmental conditions reduces the health, well-being and living standards of individuals and communities as well as their level of physical activity.c) Ensure that the public be better educated on the link between sport and sustainable development and the importance of nature. |
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- | | |
|----|---|
| d) | Promote sustainable development, preserve the rights of future generations to a viable environment and to work towards a high level environmental and health protection and improvement of the quality of life; |
| e) | Encourage and motivate sports bodies in their efforts to ensure conservation of nature and the environment. |

3.11 Volunteerism

36. Volunteers are an important strategic resource for sport programmes that should be actively mobilized. Volunteerism provides benefits to the individual and the society at large and creates social capital helping to build and consolidate social cohesion and stability. Sport is a key way to encourage volunteerism within societies and achieve the resulting social benefits.

RECOMMENDED STRATEGIES:

- | | |
|----|--|
| a) | Recruit international and local volunteers to implement sports programmes in schools and in underprivileged communities. |
| b) | Encourage volunteers to work on activities including physical education programmes, organized sports, sports festivals, sport for disabled and in the development of community sports clubs. |
| c) | Ensure that volunteers are a strategic resources that should be mobilized when implementing sport for development programmes. |
| d) | Train as and when necessary volunteer sport instructors. |
| e) | Create social capital, helping to build and consolidate social cohesion and stability. |

3.12 Persons with disabilities

37. In Africa, there are many persons with disabilities and their numbers are increasing for a variety of reasons which prevent them from playing a full part in society and in the workplace. People are living longer, surviving illness, accident or war, which would have proven fatal or leave them with a disability. The challenge is to provide them with a better quality of life and to enable them to play a full and active part in society. Sport for persons with disabilities can be viewed from two perspectives: from the development of specific policies for persons with disabilities, and from a purely sports-related perspective. Sport can help to increase awareness of the range of problems that exist. It can play a significant role in achieving an inclusive barrier-free society, serve as a factor for social integration, and help to pave the way to employment.

RECOMMENDED STRATEGIES:

- | | |
|----|--|
| a) | Pay special attention to disabled people and facilitate their participation in sports suitable for their physical conditions. |
| b) | Ensure the participation of the disabled in sport activities at their locality, educational institutions and working places and ascertain their equal sharing of the benefits. |
| c) | Encourage to the mentally or physically challenged the practice of physical and sporting activities, as it provides a particularly favourable opening for the development of individual talent, rehabilitation, social integration and solidarity. |
| d) | Provide conditions that will enable persons with disability to use their abilities as individuals or in association with others to contribute to the development of sport as well as to be self-supporting by participating in different sport events. |

- e) Develop efforts aimed at instilling in persons with disability a sense of confidence and self-reliance through education and skills training, gainful employment opportunities and other services

3.13 Fight against doping in sport

38. The objective of the fight against doping in sport is to provide a consistent and effective response to the use, possession and trafficking of prohibited substances and methods in sport, so as to deter those who might engage in doping practices and protect those who commit themselves to doping free sport. The African Union shall work closely with the World Anti-doping Agency (WADA), governments, NGOs and other agencies such as African Regional and National Anti-doping Agencies for the protection of athletes against doping.

RECOMMENDED STRATEGIES:

- a)
- b) Develop education programs and in particular interactions that link doping and drug abuse control.
- c) Create in a phased-out manner an African Observatory on doping control in sport.
- d) Establish a proactive partnership with the World Anti Doping Agency (WADA).
- e) Support the World Anti-doping Program and the UNESCO Convention.
- f) Establish compliance with all responsibilities to WADA, including the remittance of annual financial contributions.

3.14 Values and Ethics

39. A safe, fair and ethical environment through coordinated action will characterize sport by government and non-government institutions. A common ethical basis for sport will be articulated, including principles, standards and a Policy Framework for ethical behavior. These standards and principles will deal with fair play, doping, harassment and abuse, violence, health and safety, and procedural fairness. Clear roles and mandates will be established for individuals, institutions and governments. Private sector corporations, professional associations, international organizations, and government agencies realize the need for adherence to ethical principles and standards in promoting their specific interests and in ensuring public acceptance. These principles and standards are the cornerstones of accountability and transparency in sport.

RECOMMENDED STRATEGIES:

- a) Develop programmes designed to raise the awareness of parents, educators, coaches and sports administrators to the need for respect of the ethical values of sport.
- b) Mobilize the public and private media to play a leading role in educating the public at large on the virtues of sport, the fight against sectarianism, racism and violence in sport.
- c) Urge African Leaders and sport persons to stand together in safeguarding the

- spirit of sportsmanship characterized by loyalty and good behavior, humility in victory and self-composure in defeat, respect for the rule of the game and the referee and esteem for the opponent.
- d) Protect and enhance basic sports ethical and moral standards as well as human dignity and the safety of all those who take part in sports.
 - e) Combat violence in sport in all its forms, especially by channeling the excessive zeal of fans towards relations-friendly sports events and social cohesion activities.

3.15 Training and research in Sport

40. Due to the lack of training facilities, scholarship opportunities and career incentives for Africans to specialise in the administrative, technical and scientific arenas of sport, a significant backlog of sport professionals has built up over time. Hence, the training of sports administrator, technicians and scientifics, construed as the backbone of the development strategy of African sport, needs to be prioritized.

RECOMMENDED STRATEGIES:

- a) Facilitate the training of qualified sports personnel to abate the lack of skilled manpower.
- b) Encourage research into the status, and main problems of sport in Africa.
- c) Train personnel specializing in sports both at home and abroad.
- d) Establish sports development centers and sports academies for the training of different sports personnel at all levels.
- e) Create appropriate institutions that award diplomas and degrees in all aspect of sports promotion and development, and adapted to the needs of participants at all levels of sports practice ranging from volunteers to professionals.
- f) Promote and foster research in the manufacturing and use of local materials and equipment.

3.16 Media

41. The effective dissemination of information is a very important function in the promotion of sports. To ensure effective dissemination of information and to sustain broad public interest in sport, it is necessary that wider coverage and promotion of sporting activities become a priority.

RECOMMENDED STRATEGIES

- a) Increase publicity and exposure given to sporting activities both by government and private media houses to highlight the endeavors of the society and to stimulate public support and participation.
- b) Encourage all media houses to play an active role in promoting sports as a healthy lifestyle and encourage the participation of all.
- c) Urge national sporting bodies to undertake marketing and promotional activities aimed at increasing and sustaining spectator attendance at sporting activities.
- d) Develop educational activities to instruct the general public about the rules and skills of

different sporting disciplines.

- e) Encourage media houses record sporting events and develop structured sports programs.

3.17 Infrastructure

42. The availability and standard of sporting infrastructure influences public participation and the quality of sports. Therefore, in order to facilitate and encourage extensive participation, high standards and safety, and improved performance, attention must be paid to the available sport infrastructure.

RECOMMENDED STRATEGIES:

- a) Establish facilities of an acceptable standard to allow for the development of a range of sports disciplines.
- b) Establish a proper system of management for the management and maintenance of sporting facilities.
- c) Urge government to ensure the availability of recreational space at schools, communities and housing developments.
- d) Provide a special package of incentives to the private sectors for the establishment of sporting infrastructure.
- e) Establish and preserve sports and recreational facilities constructed by the government alongside the community in residential, educational areas and industrial sites;
- f) Utilise infrastructure from neighbouring countries for national sporting events;
- g) Establish regional infrastructures of excellence.

3.18 Recognizing sporting excellence awards and incentives

43. Although sportspeople significantly contribute to building a positive image of Africa and foster a spirit of patriotism, such contributions are not often recognised and valued.

RECOMMENDED STRATEGIES:

- a) Institute African distinguished sport award by the African Union, Governments, National Sporting Bodies, the Private Sector and Community Organisations to be conferred on personalities, administrators, institutions, organizations or Member States in recognition of their contributions to the development of African sport and the promotion of international sport relations.
- b) Provide all employers of national representatives, including administrators and officials to train and represent the African continent without loss of earnings, status or benefits.
- c) Provide free access to national representatives and representative teams to all facilities to prepare for approved competitions.
- d) Give special consideration to outstanding continental and national representatives

- to assist in securing employment and other benefits.
- e) Establish performance goals for major games, collaboratively with the sport community, and monitor and evaluate the effective implementation of these goals.

3.19 Participation and capacity

44. The value of sport is not yet fully appreciated and hence participation in sport is comparatively still significantly low in almost all AU Member States. The barriers to participation are mainly social, cultural and economical. Certain groups such as girls and women, people with a disability, and minorities continue to be under-represented in the African Sport Movement as athletes participants or leaders.

RECOMMENDED STRATEGIES

- a) Increase the level and quality of active participation through the three major avenues of sport participation – community, school and sport organizations.
- b) Foster full participation in traditional and non-traditional sports, of athletes/participants, coaches, officials, administrators and volunteers.
- c) Direct initiatives, programs and resources to ensure the broadest possible participation, ensuring accessibility for, and the inclusion of all communities in Africa.
- d) Enhancing the capacity of the individuals, communities and institutions, as well as the financial and material resources that comprise African's sport system

3.20 Interaction

45. The interaction between Ministries of Sport in AU Member States, and national and international sport federations, has sometimes been hampered by lack of clearly defined roles and responsibilities or from reporting modalities for funding received for the development of sport codes.

RECOMMENDED STRATEGIES

- a) Develop a Memorandum of Understanding with clear guidelines for accountability and regular interaction to develop sport with the support of all relevant partners, i.e. governments, the private sector, national sport federations and international sport organisations.
- b) Increase collaboration, communication, and cooperation amongst the partners in the sport community, government and the private sectors, which in turn will lead to a more effective African sport system.
- c) Pursue collaborative approaches that further the development and evaluation of the critical linkage that increase the performance, effectiveness, and efficiency of the African sport system.

PART 4: SUPPORT FOR AND FINANCING OF SPORT PROGRAMMES

4.1 Sport leadership, accountability and partnership

46. All individuals, communities, organizations, institutions and governments have their own roles and functions, and shared responsibility for sport. It results in a dynamic and multi-faceted partnership upon which the overall effectiveness of the sport system depends. The Policy Framework for governing and managing sport in Africa is based on a complex and decentralized system that cuts across sport organizations and jurisdictional lines. While this system allows for far-reaching networks in opportunities for innovation and customized approaches at all levels, it represents challenges with respect to concerted and coordinated efforts.

47. The future of sport in Africa depends on strong *leadership, partnership and accountability*, as the key elements that will support the implementation of the Policy Framework for the Sustainable Development of Sport in Africa. Leadership has to come from the athletes, coaches, officials, volunteers, sport federations, sport organizations, private enterprises and various levels of government.

48. Partnership would involve the same individuals and organizations. Stronger partnerships between the various levels governments, the public and private sectors, coaches and athletes, and individuals, will lead to significant increases in the effectiveness and efficiency of actions to support the Sport Policy Framework.

49. Accountability implies a clear vision and specific goals and objectives. It means being open and responsible for the development and delivery of fair and ethical sport. It carries with it the obligation of full transparency, including the measurement of results and performance against objectives.

4.2 Financing of sport programmes

50. Governments of African Union Member States make the largest financial contribution to sport, and to National and International Sport Organisations. Governments are responsible for developing sport policy, and in tandem with sport organisations, to implement it. Democratic procedures are to reign in the election of managerial structures in sport in each Member State, and transparency and accountability to Government is to prevail on the receipt of all funding, from the public (spectators), private sector or international sport organisations.

51. As with all other endeavors, finance and sponsorship are vital requirements. The costs associated with sports continue to hinder its development and serves to continue to hinder its development and serves to discourage widespread participation. Therefore, it is necessary to encourage greater financial support for sporting activities.

52. Securing of financial resources, however, is 100% tied to good governance, good administration and product delivery. Transparent leadership and accounting systems are of paramount importance. It is further imperative that funding for sports is linked with a

clearly identified social development objective, e.g. sport to fight HIV/AIDS, sport to fight youth delinquency, etc.

RECOMMENDED STRATEGIES:

- a) Support national sporting bodies and affiliates to undertake fund-raising programs which will contribute to the financing of other activities.
- b) Prioritize the allocation of resources for sport.
- c) Identify and develop sporting disciplines as viable economic opportunities.

PART 5: INSTITUTIONAL FRAMEWORK FOR IMPLEMENTATION

5.1 Role of the African Union Commission

53. The African Union Commission has the mandate to play a harmonisation, coordination and advocacy role with regard to sport on the Continent, which would include mobilization of resources, monitoring and evaluation the implementation of AU Declarations and Programmes on Sport, including the Policy Framework for Sustainable Development of Sport in Africa, the dissemination of best practices and harmonization of policies and strategies to promote sport effectively.

5.2 Regional Economic Communities

54. Regional Economic Communities will provide technical support to their Member States for the implementation of the Sport Policy Framework and monitor progress, identify and share best practices, among others.

5.3 Member States

55. Member State governments will consider the adoption and implementation of an Action Plan for the operationalization of the Sport Policy Framework. They will advocate for resource mobilization and budgetary provisions as a demonstration of ownership, and conduct monitoring and evaluation on the implementation of the Plan. Member States will promote civil society and private sector participation in national sport programs.

5.4 National and International Sport Federations

56. National and international sport federations and other development partners are to align their financial and technical assistance and cooperation plans with national and regional needs and priorities for implementation of the Policy Framework for Sustainable Development of Sport in Africa.

PART 6: MONITORING, EVALUATION AND REVIEW OF THE POLICY FRAMEWORK FOR THE SUSTAINABLE DEVELOPMENT OF SPORT IN AFRICA

57. The AU Commission will request Member State governments to develop annual plans of action, based on the Sport Policy Framework and upon receipt of reports from Member States, prepare status reports for the successive Sessions of the AU Ministerial Conferences of Ministers of Sport.

58. A comprehensive review of the implementation of the Policy Framework for Sustainable Development of Sport in Africa will be conducted after five (5) years, and a final evaluation after ten (10) years, with the view to revise or re-direct policy indicators, based upon needs and realities with regard to sport development in AU Member States.

PROPOSED STRATEGIES AND ACTIVITIES FOR NATIONAL PLANS
OF ACTION ON SPORT DEVELOPMENT
TO ENHANCE PARTICIPATION IN SPORT

Proposed Strategies	Priority activities	Check list for monitoring progress
1.To promote the personal and social benefits of “Sport for All”	<ul style="list-style-type: none"> - Promote the “Sport for All” concept and provide a platform for all partners and sport organisations to contribute to the development and peace in Africa - Facilitate the participation of the community in “Sport for All” and other recreation programmes according to their interests - Promote participation of security services workers, farmers etc at their workplaces - Ensure direct participation of women and disabled persons in sport for all - Revamping the “African Day Run” - Participate actively in control campaigns against HIV/AIDS, tuberculosis, malaria and other related infections diseases - Promote regional, national or local integration through sport and recreation - Promote the establishment of sport and recreation facilities in every community. 	<ul style="list-style-type: none"> - National forum for “Sport for All” established, with representation of sport organisations, partners, security services, farmers, workers, women, the disabled, etc. - The Africa Day Run instituted in all Member States - Health campaigns conducted at major sport events - Increase in number of community sport and recreational clubs in Member States
2. Promoting health through “Sport for All”	<ul style="list-style-type: none"> - Provide nationwide-based advocacy on the health, social and economic benefits of physical activity - Develop action-oriented networks with other relevant sectors and stakeholders on physical activity - Promote integrated, multisectoral public policy on primary health - Educate health professionals, especially on physical activity counseling and programme development - Organize specific physical activity 	<ul style="list-style-type: none"> - Increased numbers of sectors, and programmed actions involved in primary health care promotion, focussed on physical activity promotion, in Member States.

2

Proposed Strategies	Priority activities	Check list for monitoring progress
	clubs at different ages and sexes	
5. Increase the exposure of children and youth to sport in the school setting	<ul style="list-style-type: none"> - Form different teams at different ages and sexes - Organize competitions among different schools - Organize national school competitions every 2 years - Establish a budget line for sport activities in schools 	- Increase in in-house and inter-school sporting events in Member States
6. Perpetuate the All-Africa Games	<ul style="list-style-type: none"> - Urging Member States to bid for their organization - Calling on Member States to take part in the games in strict compliance with the rules enacted for their organization - Associating all stakeholders of the African Sports Movement so as to make the All African Games the greatest sport and cultural festival for the African youth. - Upgrading the technical standards of the All African Games - Ensuring that African sportspersons and teams of international repute take part in the Games. 	<ul style="list-style-type: none"> - Successful conduct of All Africa Games and participation by increased numbers of Member States - Increased numbers of world renowned African athletes participating in the Games

FOR ENHANCING CAPACITY IN SPORT DEVELOPMENT

Proposed strategies	Priority activities	Check list for monitoring progress
7. Capacity building and Human Resources Development	<ul style="list-style-type: none"> - Conduct feasibility studies on the establishment of national, regional and continental sports academics - Make available in schools and tertiary education institutions the appropriate human and material resources for the practice of sport - Encourage women to take part in the development of sport in their countries. - Facilitate the organization of technical training programmes for sport personnel. - Support and develop volunteers at all levels to strengthen their contribution - Ensure the development of women's sporting codes from school level upwards. - Focus on capacity building for youth with special emphasis on sport as a vehicle for development. - Develop and implement a training programme for sports management and administration with focus on good 	<ul style="list-style-type: none"> - Increase in numbers of sport academies established in Member States - Increase in numbers of technically trained coaches, officials, administrators, women, disabled persons and volunteers

Proposed strategies	Priority activities	Check list for monitoring progress
	<p>governance</p> <ul style="list-style-type: none"> - Promote research on the social, political and economic impacts on sports in Africa. - Create job opportunities in the sports sectors especially for vulnerable groups. - Promote and foster research in manufacturing and use of local materials and equipments. 	<ul style="list-style-type: none"> - Increase in numbers of coaches, officials, administrators, women, disabled persons and volunteers having received training in sport management and administration
8. Strengthen education and culture	<ul style="list-style-type: none"> - Strengthen national policies related to physical education, physical activity and “Sport for All” in schools. - Implement sufficient physical education programmes by trained teachers in school curricula. - Provide sufficient playgrounds and sports facilities on school premises. - Make schools’ sports facilities available for public use - Increase physical activity in cultural and leisure programmes and events. 	<ul style="list-style-type: none"> - Physical education programmes provided for and executed in school curricula from 1st to 12th grade

**FOR ENHANCING INTERACTION AMONG MEMBERS OF THE
AFRICAN SPORT MOVEMENT**

Proposed strategies	Priority activities	Check list for monitoring progress
9. To develop and increase collaboration, communication and cooperation	<ul style="list-style-type: none"> - Strengthen and develop collaboration within governments between governments and between sectors - Foster stronger relations between international, national, regional and local sport organizations, federations, confederations - Strengthen relations between governments and their sport communities for overall effectiveness and accountability - Strengthen international strategies to promote African values and sport programmes - Mobilize Global Youth Development Network to work toward objectives of the Policy Framework - Support and encourage African (national) broadcasters to develop a common position on free TV rights for all African countries - Harmonization the visa regime to facilitate the free movement of African sports persons. 	<ul style="list-style-type: none"> - MoU on strengthening the relations between Governments, National and International Sport Organisations implemented in Member States - The Policy Framework for the Sustainable Development of Sport in Africa popularised in Member States - Free movement of African sports persons among AU Member States achieved
10. Integration of local governments and municipalities in relevant programmes and service.	<ul style="list-style-type: none"> - Develop local legislation and policy to support physical activity - Allocate safe indoor and outdoor spaces for physical 	<ul style="list-style-type: none"> - Increase in available facilities for community sport in Member States

Proposed strategies	Priority activities	Check list for monitoring progress
	activity, play and sports - Organize community programmes - Support physical activity initiatives initiated by various sectors and actors - Strengthen, through local actions, national public policy in support of physical activity.	
11. Promote urban planning for sport activities	- Plan for plenty of safe sidewalks and cycling paths - Include open spaces, parks and facilities for physical activity. - Support municipal or local authorities in implementing these choices.	- Increase in organised street sport activities in communities in Member States
12. Financial and economic resources	- Raise awareness of the health, social and economic benefits of physical activity. - Take relevant measures to allocate resources to concerned sectors. - Encourage public and private sectors to invest in physical activity - Support physical activity programmes. - Raise funds through levies of certain taxes (e.g. tobacco, alcohol, soft drinks etc.) for physical activity and other health promotion programmes.	- Increased public and private financial resources allocated to physical activity programmes and sport

FOR ENHANCING EXCELLENCE IN SPORT PERFORMANCE

Proposed strategies	Priority activities	Check list for monitoring progress
13. Honors and awards for outstanding athletes and personalities.	<ul style="list-style-type: none"> - Establish performance targets for major Games that guide expectations and assist officials. - Increase the number of qualified, fully employed female and male coaching, officials, personalities. - Increase accessibility to high performance athletes to essential service - To successfully compete at the highest level of international competitions and to strengthen the coaching profession. - Identify and recruit talented athletes into sport system and provide for their systematic and holistic development towards internationally competitive levels. - Urging Member States to establish National Committees on Fair-Play designed to reward sports persons and leaders who could have distinguished themselves and shown proof of genuine spirit of sportsmanship. 	<ul style="list-style-type: none"> - Increase in numbers of sportspeople rewarded: administrators, coaches, officials, athletes